

# How Businesses can React Faster to Change

Episode #3



# Hi, from Sideways 6



**Emma Johnson**  
Content & Creative Lead

sideways6  
an  interact company



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# Get the most from the session

Introduce yourself on the chat

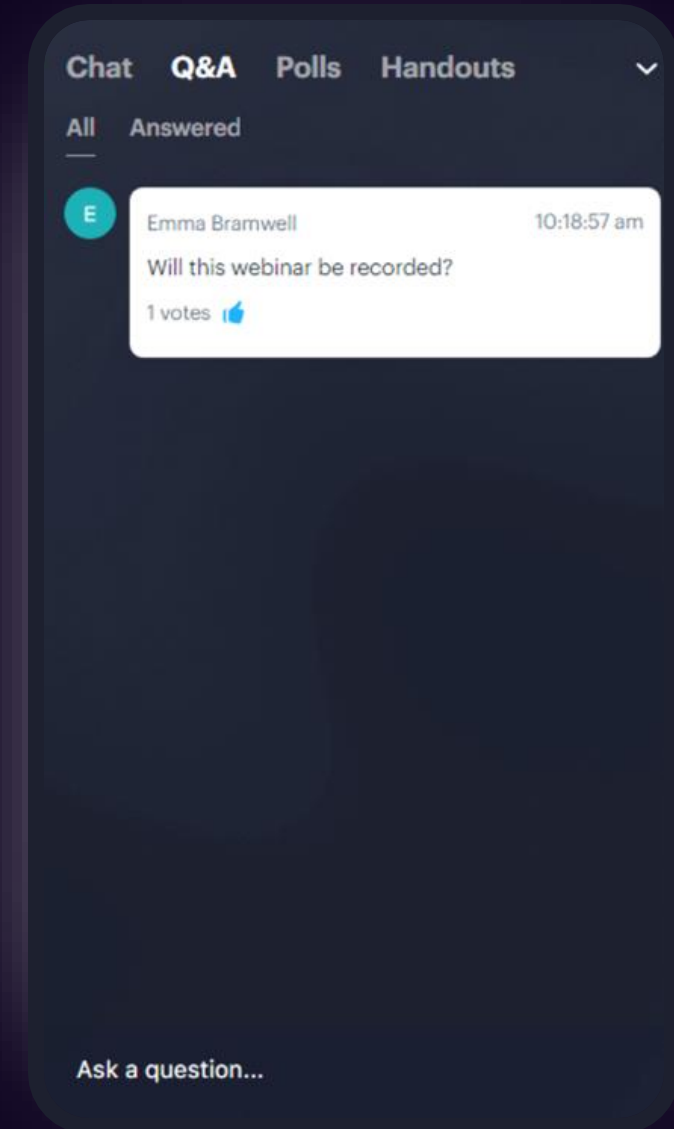
The session is recorded

Ask all the questions

Vote on other questions

Take part in our two polls

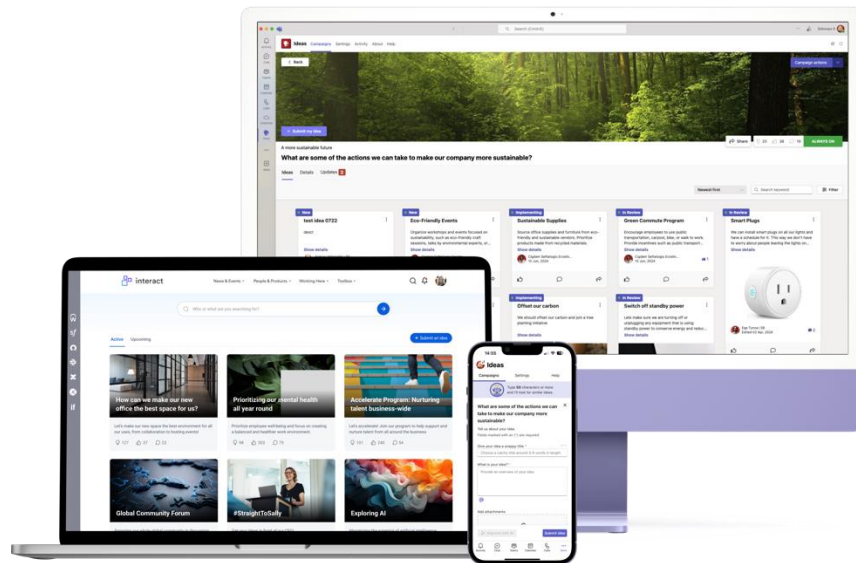
Relax, and enjoy!



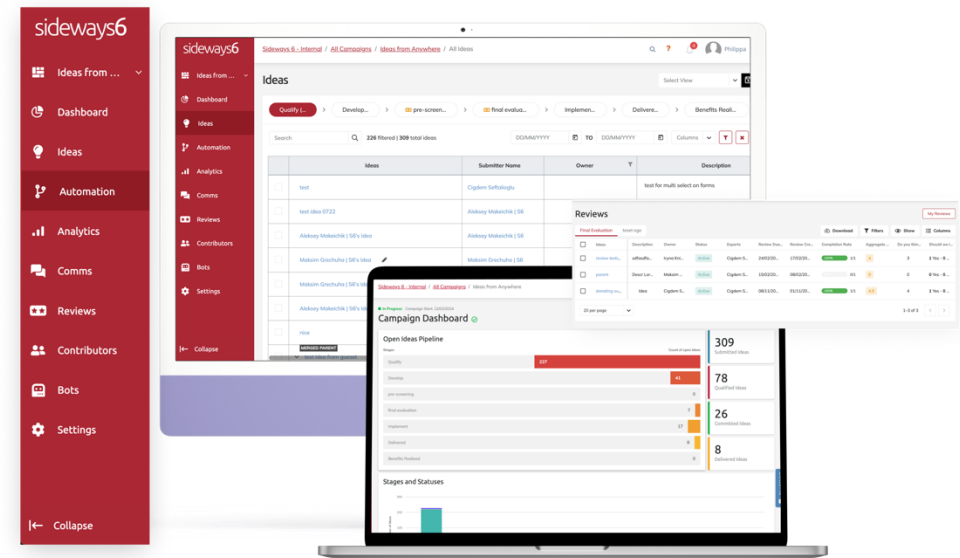
# The #1 integrated employee ideas platform



The 'Front End'  
home for ideas



The 'Back End'  
powerful idea management



# Some of the Changemakers we work with



# Exchanging Ideas | Speakers



**Cat Brandon**

Director, Strategic  
Transformation



**GLOBAL  
BUSINESS  
TRAVEL**



**Joseph Paris**

Founder



**Sean Breza**

Head of Sales



# Poll 1

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**What is your leading challenge when it comes to reacting faster to change?**





**GLOBAL  
BUSINESS  
TRAVEL**

# ELEVATING CHANGE

Strategies for Building Organisational  
Resilience



Cat Brandon  
**Director of Strategic Transformation**



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# The Changing Landscape

## Market Volatility

- Unprecedented economic shifts
- Global disruptions
- Rapid industry transformations

## Technological Advancements

- AI and machine learning revolutionising industries
- Cloud computing and digital infrastructure
- New technologies reshaping business models

## Shifting Expectations

- Customer demand for personalization
- Workforce expectations of flexibility
- Rapid innovation cycles

# AI Revolution – A Personal Insight

## Bath University AI Event

- Large Language Models
- Reinforcement Learning
- Quantum Computing

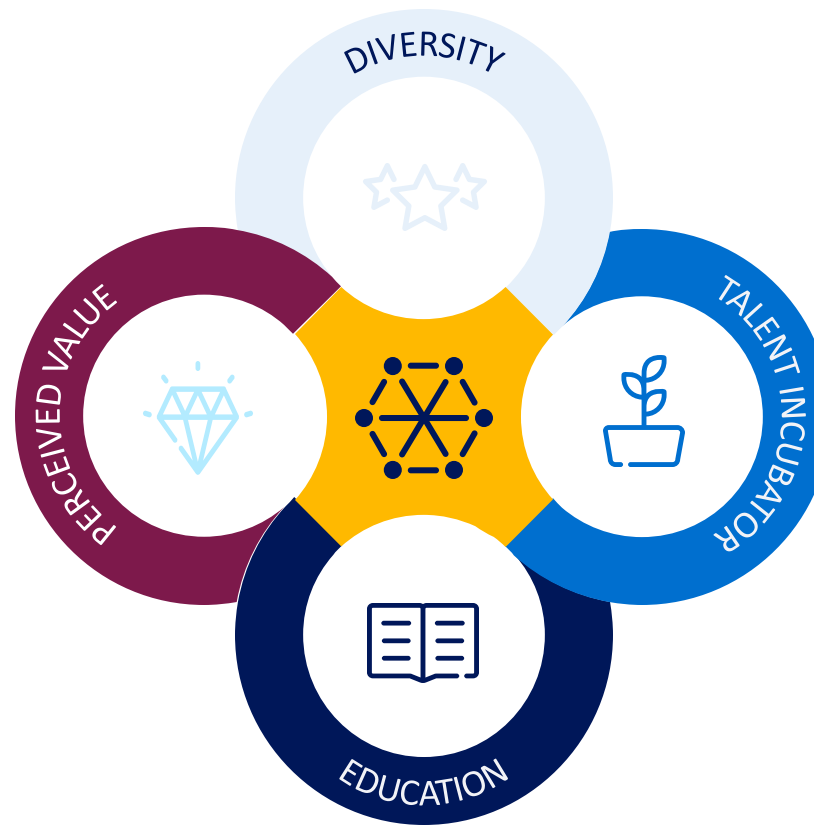
## AI as a Strategic Imperative

- From optional tool to critical business strategy
- Competitive advantage through technological adoption
- Real-world impact beyond theoretical potential



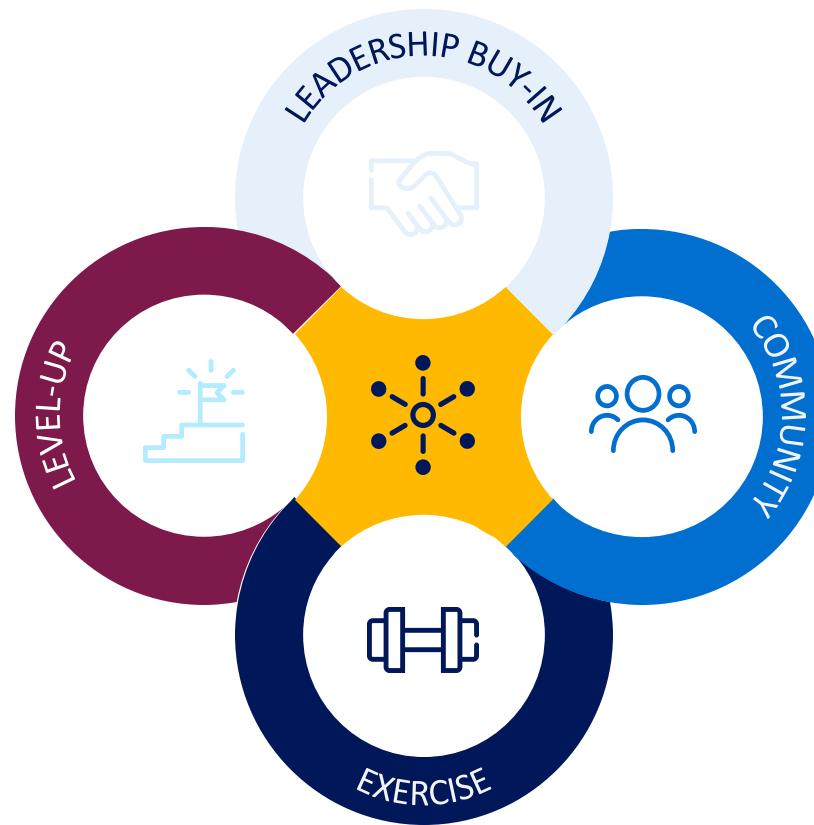
# Internal Change Capability – Guiding Principles

Central Transformation Team



# Internal Change Capability – Guiding Principles

## Enterprise-wide Change Capability



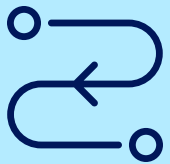
# Future-Proofing: Why Simplification Matters

## Process Optimisation vs. Cost Cutting



### Limitations of Traditional Cost-Cutting:

- Short-term gains
- Potential quality degradation
- Reduced employee morale



### Business Process Optimisation

- Streamlining workflows
- Enhancing employee productivity
- Creating value-driven processes



### Long-term Resilience Strategies

- Continuous improvement mindset
- Technology-enabled process redesign
- Aligning processes with strategic objectives



# Key Takeaways

## Embrace Technological Disruption

- Proactive approach to innovation
- Continuous learning

## Build Internal Change Muscles

- Develop organizational agility
- Empower employees

## Focus on Sustainable Transformation

- Beyond quick fixes
- Holistic approach to change

## Continuous Learning and Adaptation

- Create a dynamic organizational culture
- Seek innovation opportunities

# Thank you

# State of Readiness: OPEX as a precursor to becoming a high-performance organization



**Joseph Paris**  
Founder



 Follow Joseph





# Joseph F Paris Jr



**Author; “*State of Readiness*” (Released May 2017)**

**Chairman; XONITEK Group of Companies**

**Founder; Operational Excellence Society**

- **Operational Excellence Linked-In Group with 175,000+ members**
- **Lean Six Sigma LinkedIn Group with 900,000+ members**
- **“*Operational Excellence By Design*” eNewsletter; 25k subscribers**

**Founder; The Readiness Institute**

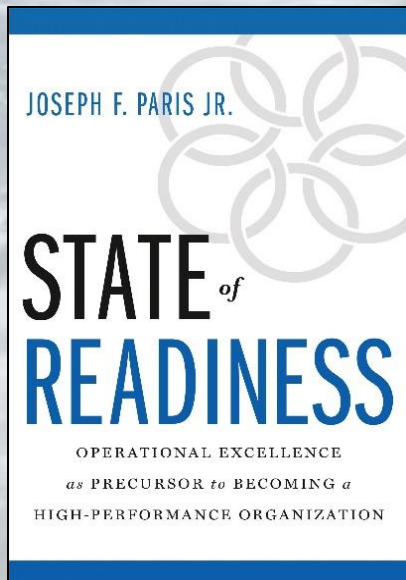
**Producer & Host of the Podcasts;**

***“The Outliers Inn”, “State of Readiness”, & “Supercharged Supply Chain”***

**Advisory Boards;**

- **Binghamton University, RV College of Engineering, Institute of Industrial and Systems Engineers (IISE), Association for Corporate Growth (ACG)**

**Writer, Keynote Speaker, Adjunct, Lecturer, Mentor, Connector**



# Operational Excellence – the “Why?”

The competitive advantage of the 20th Century company was found in Process Excellence – increasing the velocity of throughput and making near-perfect the quality of the processes.

But *time is the enemy of the 21st Century company* and the competitive advantage will be found in its operational capacities, capabilities, and readiness to engage such that success is as pre-ordained as possible.

It's not about speed, *it's about velocity...* Which is speed with direction (vector)

# The VUCA Timeline

## **Before ~2007, rather predictable..**

- Great Recession; 2007~2009
- Euro Crisis; 2009~2015
- Bitcoin Launched; 2009
- Russia Invades Crimea; 2014~
- Refugee Crisis (EU); 2015~2025
- Brexit; 2016~2020
- COVID-19; 2019~2022
- Migrant Crisis (US); 2020~2024

- Supply Chain; 2021~2023
- Inflation; 2021~
- Russia Invades Ukraine; 2022~
- Shifting Global Alliances; 2022~
- Interest Rates; 2022~
- Hamas/Israel Conflict; 2023~
- AI Boom; 2023~
- Tariffs; 2025~

**What's next? Are we ready?**



# Operational Excellence – The “What” Defined

***“Operational Excellence is a state of readiness attained as the efforts throughout the enterprise reach a state of alignment for pursuing its strategies; where the corporate culture is committed to the continuous and deliberate improvement of company performance AND the circumstances of those who work there – and is a precursor to becoming the high-performance organization.”***

**– Joseph F. Paris Jr.**

# Operational Excellence – the “Why?”

The competitive advantage of the 21<sup>st</sup> Century company will be those who;

- Can see further beyond the horizon
- Recognize opportunities and threats sooner
- Devise and deploy a decisive response faster
- Set the pace and maintain control of the execution phase and narrative
- Know and can rely on the capacity and capabilities of their leadership, resources, processes, technology, and value-chain – who have a superior level of *“operational excellence”* – to press the prosecution of their strategies
- Are *“high-performance companies”* that maintain a *“state of readiness”*

# Operational Excellence – Nothing New



## Start to Finish

464 Days

1yr, 3mo, 9dy

## Estimated/Actual

18mo / 15mo

\$41m / \$24.7m





# Time sucks...

- Meetings that end in agreement for another meeting.
- A lot of thinking and pretty slide decks, but not a lot of doing.
- Talking over the challenge and cross-fire.
- Not having the proper stakeholders involved.
- Speaking in jargon which builds barriers and stifles engagement

# XONITEK®

## Open Discussion

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 <https://linkedin.com/in/josephparis>

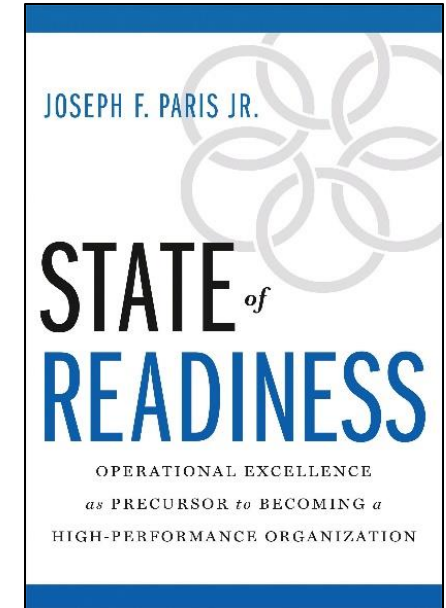
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<https://JosephParis.me/Card>



Joseph F Paris Jr

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<https://state-of-readiness.com>



# Poll 2

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**How do you currently involve your employees in change and continuous improvement?**



# Winning strategies: how employee ideas can fuel **fast, effective change**



**Sean Breza**  
Head of Sales

**sideways6**  
an  interact company

 Follow Sean



	2015	2025	Rate of change
TECH ADOPTION	Digital transformation: 7-10 years for widespread adoption	Breakthroughs like AI reach 100M+ users in weeks	10-40X FASTER
ORGANISATIONAL CHANGE	2 major enterprise changes every 3 years	5+ major enterprise changes every 3 years	2.5X FASTER
SKILLS SHELF-LIFE	Skills last around 5 years	Skills last around 2.5 years	2X FASTER EXPIRY
CORPORATE LIFESPAN	30-40 years (S&P 500 average)	15 - 18 years	HALF THE LIFESPAN

The rate of change is increasing, corporate lifespan is in decline.

# 70 years, 65.2 seconds later...

**1950s:** Pit stops averaged around **67 seconds**, primarily for refuelling and basic maintenance.

**1970s:** Improvements reduced average times to approximately **27 seconds**.

**1990s:** With better coordination and equipment, stops dropped to about **6 seconds**.

**2010s:** The ban on mid-race refuelling in 2010 led teams to focus solely on tire changes, pushing times below **3 seconds**.

**2023:** McLaren set a record with a **1.80-second** pit stop at the Qatar Grand Prix .

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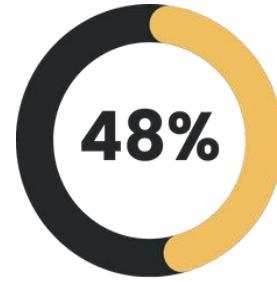
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## The Formula 1 Pit Stop

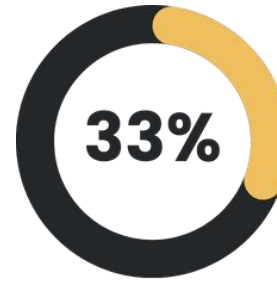


# Change is impacting areas of focus for businesses in 2025

*BCG's Executives Perspectives Guide to Cost and Growth, January 2025*



of businesses **missed** their 2024 cost reduction targets



of executives highlighted cost reduction as their **most critical** priority in 2025



of executives feel **unprepared** for market shocks in 2025

Efficiency breeds agility to react  
faster to micro and macro changes  
beyond our control

**Two main challenges faced with driving  
efficiency**

Efficiency breeds agility to react  
faster to micro and macro changes  
beyond our control

**Two main challenges faced with driving  
efficiency**



# Efficiency breeds agility to react faster to micro and macro changes beyond our control

## Two main challenges faced with driving efficiency

1. **Cultural resistance** to cost-saving measures





Efficiency breeds agility to react faster to micro and macro changes beyond our control

**Two main challenges faced with driving efficiency**

2. Difficulty to change your company's **structure and processes**



So, what's the best way to access that efficiency? **Start listening to the people doing the work.**



# But how do you do it?

## Identifying inefficiencies

Employees actively seek out areas for cost reduction.



Tie it to a company goal,  
or challenge

# But how do you do it?

## Identifying inefficiencies

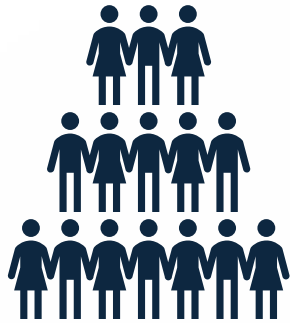
Employees actively seek out areas for cost reduction.



Tie it to a company goal, or challenge

## Active participation

Widespread buy-in accelerates the pace of change.



Make it easy to share ideas and keep everyone updated

# But how do you do it?

## Identifying inefficiencies

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Tie it to a company goal, or challenge

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Widespread buy-in accelerates the pace of change.




Make it easy to share ideas and keep everyone updated

## Continually improve

Sustained savings through ongoing optimization.



Build repeatable campaigns and measure business impact

A large group of Vueling employees, mostly women, are gathered in front of a yellow building with the 'vueling' logo. They are all wearing bright yellow jackets and are cheering, with many raising their hands and holding up yellow paper airplanes. The scene is festive and celebratory.


# Being reactive to be proactive

**Vueling story**

## **The problem**

Wildfires caused massive travel disruption last summer (2024)



A large group of Vueling staff, mostly women, are gathered in front of a Vueling building. They are all wearing bright yellow jackets and are cheering with their arms raised, some holding yellow paper airplanes. The building behind them has the Vueling logo on a large yellow wall.

# Being reactive to be proactive


**Vueling story**

## **The problem**

Wildfires caused massive travel disruption last summer (2024)

## **The campaign question**

How might we improve the experience for Vueling Customers and Teams in case of a massive disruption?

A large group of Vueling staff, mostly women, are gathered in front of a Vueling building. They are all wearing bright yellow jackets and are cheering with their arms raised, some holding yellow paper airplanes. The building behind them has the 'vueling' logo in large grey letters on a yellow background.

# Being reactive to be proactive

**Vueling story**

## **The problem**

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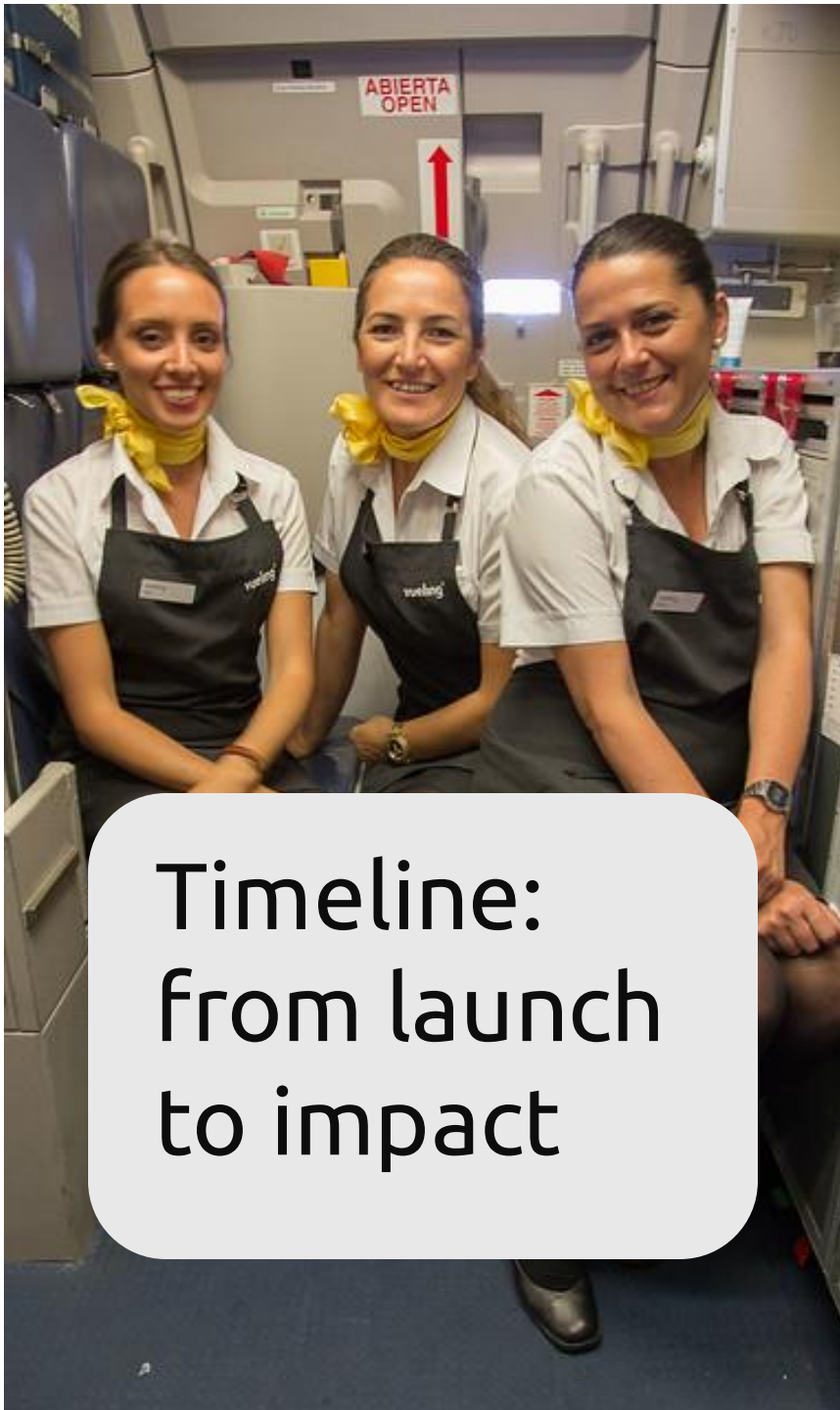
## **The campaign question**

How might we improve the experience for Vueling Customers and Teams in case of a massive disruption?

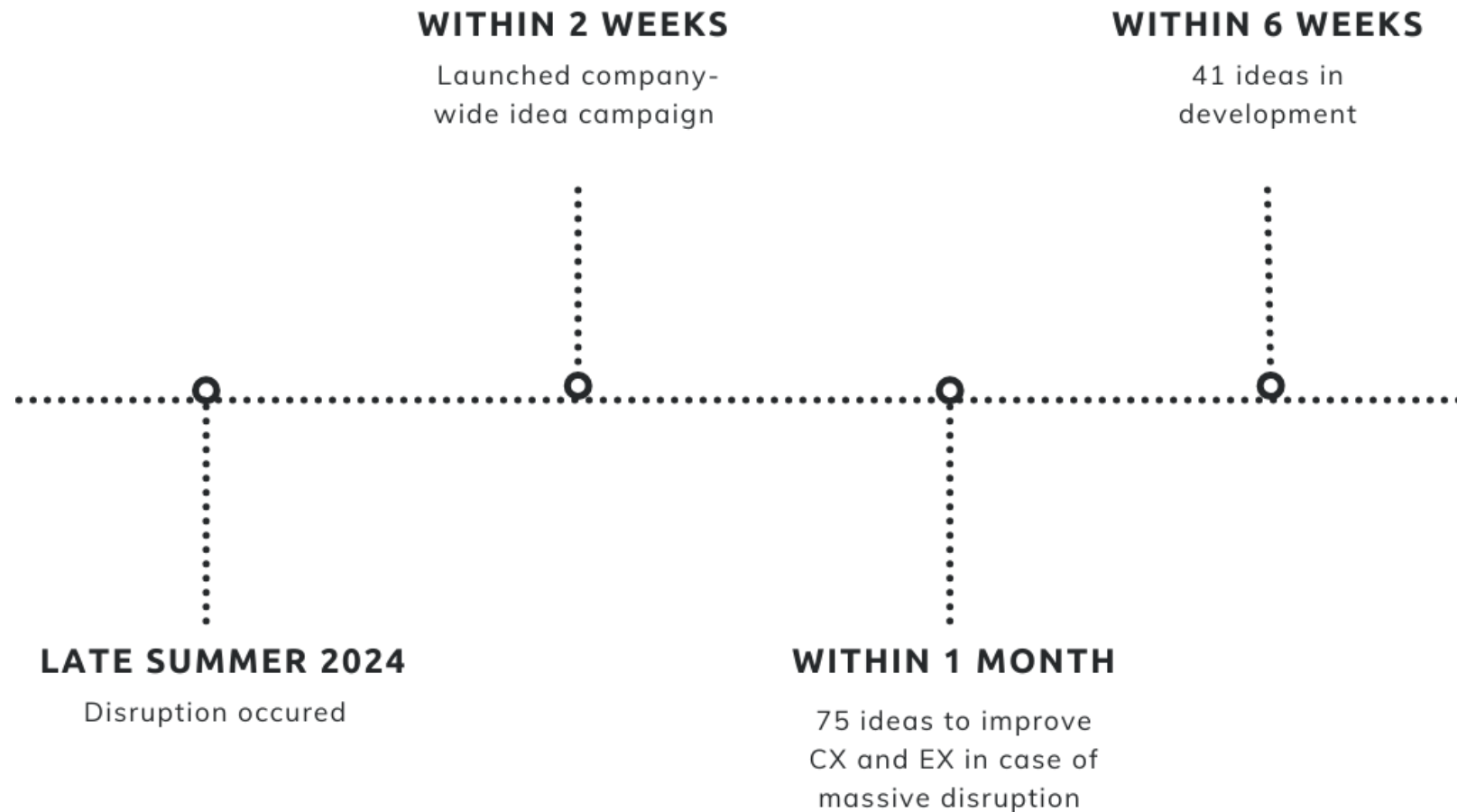
## **The goal**

Make improvements to process and customer experience to mitigate loss, save time and money.





## Timeline: from launch to impact



**vueling**

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Retail sector

M&S

## Efficiency Leaders

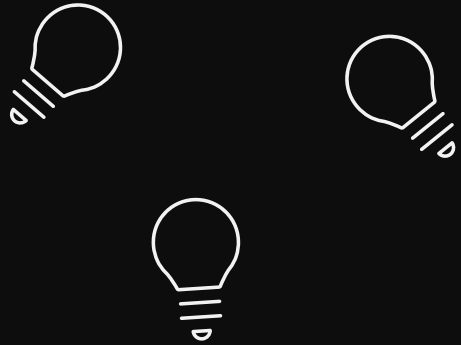
- Engaged Employees
- Sustained Savings
- High Morale
- Competitive Edge



People



**Marks & Spencer CEO  
Stuart Machin wins Retail  
Leader of the Year**



## Final tips



**Strategic alignment**– Align ideas to a clear business goal like innovation or efficiency.



**Know your audience** – Engage the right people to get the best ideas.



**Communicate progress** – Keep participants updated to build trust and momentum.



**Measure what matters** – Track impact through clear, meaningful metrics.



**Follow a clear process** – Move ideas forward with structure and accountability.

# Idea Management | live demo



7th May | 30 minutes

3pm (UK) | 10am (US ET)



- Case study example, driving efficiency
- Live demo
  - + Engaging employees in ideas
  - + AI tech to fuel idea management
  - + How to automate the process
  - + Deliver ideas and measure impact
- Live Q&A



Free, ungated content

# The Playbook for Successful Idea Programs in 2025



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# Poll results



# Q&A

# Thanks for joining

## We'll be back at the end of May...

Measuring the Impact of Improvement  
Initiatives beyond time and money saved